

PESTLE template

	External factors to consider	Factors affected within my industry	Importance to organisation
Political	Government policy Political stability Tax Industry regulations Global trade agreements and or restrictions	- Regulatory compliance - Industry wide satisfactory rating	- Moving into the next 5 year period, focus is on investment in infrastructure due to compliance failings caused by ageing equipment. This will impact on workforce requirements through replacement and upgrading of equipment. Training implications, new skills required. - Having DCWW rated lower in satisfactory has financial implications through fines. This will impact on company spending, potentially through workforce changes - cuts or job changes.
Economic	Exchange rates Globalisation Economic growth/ decline Inflation Interest rates Cost of living Labour costs Consumer spending habits	- Cost of living crisis - Labour costs	- This is still a consideration to people when looking for job changes due to security in salary and job. This is double sided through external candidates applying to DCWW and current colleagues looking for external roles. - Some business areas (IT and Labs) have a high level of competition in South Wales with some paying higher wages and offering better benefits. How can we retain and future proof these critical roles?
Social	Consumer trends/ tastes, Fashions Consumer buying habits Lifestyle factors Career attitudes Work-life balance Population demographics	- Work-life balance	- DCWW currently offer a hybrid working model. Does this keep us competitive against other companies? IT roles, for example? Do some roles need to be explored as remote only to widen their reach?

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Technology	Automation Innovation Disruptive technologies Social networking Upgrades Robotics Artificial Intelligence Security	- IT innovation, cyber security - Skills availability	- Constant threat of cyber terrorism - hacking, impact on customers details and general day to day access to online account and website. These are business critical roles which are hard to fill, how can these be future proofed? - DCWW being more innovative, both internally and for customer interactions. Do we have the skills in house? Outsourcing comes with additional cost. - Are the skills needed for certain roles available on the labour market? Are people being educated from school/ college age sufficiently?
Legal	Employment law Common law Local labour law Health and safety regulations	- Overseas recruitment - Health and safety	- How does DCWW stay compliant with their visa requirements when recruiting from overseas? If this were to increase in number, what would the impact be internally to manage this? If it goes wrong, it can have significant reputational and financial implications. - Training new recruits correctly and in a timely manner to ensure H&S compliance. - Ensuring H&S regulations are met when it comes to essential posts being occupied at site level. Insufficient cover could result in site/task closure.
Environmental	Environmental restrictions imposed by in-country governments Sustainable resources CSR (Corporate social responsibility) Ethical sourcing Transportation Procurement Supply chain management Future pandemics	- Increase in environmental awareness by the public and how we operate as a business - CSR	- Increase scrutiny from the media when things go wrong within the water industry. Increased pressure from a government and regulatory level puts a strain on current resource and the need to be creative when it comes to retaining and attracting for the correct roles at the correct time to ensure compliance is adhered to. - CSR can impact on employer brand - will candidates want to work for a company with a bad reputation?